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ER 85-4777/4/1

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SECRET

Executive Registry

85- 4777/1

9 December 1985

NOTE FOR: DCI

FROM : EXDIR

SUBJECT : Comments on NI Strategy

I suppose it's in the nature of things that an intelligence strategy would end up as this one has--so well rounded, smoothed over, and carefully edited that it no longer conveys an actionable sense of priorities. Probably it is dangerous to tell the Congress--or anyone else with power over us--what we really think is important, except via our formal budget submission. They will undoubtedly only beat us over the head with our own words. So probably what we have is well suited to the task.

For what it is worth, my view of priorities in a resource sense is very simple--high priority activities are those which need at least a 25 percent increase in budget in order to get us someplace we strongly feel we need to go. So in the 1987 budget exercise just completed, for

25X1

program is required. I am even today thinking about the guidance I want to send to the Deputies for 1988...and I plan to employ this very simple approach once again next year.

25X1

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Tony-Jay --

"Secret" OK on this ? ? ?

Carol  
5 DEC  
1200

yes

LDX copy to  
at

13/5

ER-4777

STAT

# **EXECUTIVE SECRETARIAT** **ROUTING SLIP**

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		X		
2	DDCI		X		
3	EXDIR		X		
4	D/ICS		X		
5	DDI		X		
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt	X			
13	D/OLL				
14	D/PAO				
15	D/PERS				
16	VC/NIC				
17	D/P&BS/ICS	X			
18					
19	C/IPC		X		
20	ES		X		
21					
22					
SUSPENSE		Date _____			

Remarks



Executive Secretary

5 Dec 85

Date

3637 (10-81)

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SECRET

Executive Registry

5 December 1985

85- 4777

MEMORANDUM FOR: Deputy Director of Central Intelligence  
Comptroller  
Director, Program and Budget Staff, IC Staff

FROM: Director of Central Intelligence

SUBJECT: National Intelligence Strategy - Prioritization

1. I am asking [ ] to try their hand at drafting some pages for possible inclusion in the intelligence strategy paper on prioritization with the realities and difficulties thereof. 25X1

2. In substance it would say, as I see it, that prioritization is difficult for essentially two reasons:

- a. Our assets and investments are large and take a long time to create.
- b. Our needs can arise and shift very suddenly.

3. This means that we have to have the major asset in place, i.e., HUMINT collection, SIGINT collection, IMINT collection, processing for them, analysis and production, support, covert action, counterintelligence.

4. In addition, it happens that two of these capabilities are essential to give the others meaning and to focus their use, i.e., analysis and HUMINT. These two groups also are relatively inexpensive. Their critical value, together with the relatively low burden they represent, gives them sort of an automatic priority of some degree. This kind of analysis might be carried a little further by breaking down the targets and subjects of analysis and of HUMINT collection, and also by breaking down HUMINT collection into clandestine and overt, with the latter broken out [ ], and other items such as [ ] other overt collection, though the latitude may be too small to be significant. I think we should have a paragraph or so on the need to make big decisions, saw off a limb, to either make big cost reductions or to accommodate large additional needs. Examples of this might be the decision that if we had had to make a very large cut last year we would have dropped [ ] and the one pending this year will require us to consider sacrificing a major asset. 25X1

5. From a strategic situation, these factors, in an atmosphere of pending fiscal restraint or emerging large new needs, require a high degree of flexibility in planning and readiness to move from one situation to another. That, too, is part of the strategy.

6. So I can start thinking on this, I have asked [ ] to give me anything that has come to their attention in addition to what [ ] provided before Thanksgiving weekend. This will give me something to chew on over the weekend if I get a chance. Attached are a couple of paragraphs I did from the material last weekend. You can see that I didn't get very far but it may be helpful in your formulating what I am looking for now. 25X1

William J. Casey

Attachment

DCI  
EXEC  
REG

25X1

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